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**SERVICE QUALITY DRIVEN GROWTH AT  
AIRPORT AND AVIATION SERVICES (SRI LANKA) LTD**

By

Abeywardena, J. A. M. D. S. S., MBA (PIM-SJP)

Deputy Head of Finance – Airport and Aviation Services (Sri Lanka) Ltd

Rathnayake, S., Ph. D.

Faculty Member, Postgraduate Institute of Management, University of Sri

Jayewardenepura

## **ABSTRACT**

State Owned Business Enterprises (SOBEs) have become very controversial and front burner- discussion topics in the development agenda of any developing country. The key reason is that in majority instances those entities generate losses. In such a context, the entity, Airport and Aviation Services (Sri Lanka) Ltd (AASL), incorporated in 1982 under the Companies Act and empowered by the Civil Aviation Act is continuously increasing its' revenue year by year and profitability hitting almost Rs.10 Bn profits for the year 2017. Therefore, it is worthwhile to unearth as to what makes AASL into such standing out case in Sri Lanka while having diverse administrative, statutory, structural governmental backgrounds in which typical state companies operate.

Based on the outcome, continuous performance, while having many driving factors, implementation of service quality were highlighted and literary established adequately. Continuous performance momentum was also supported by leadership execution and strategic human resources management practices. In order to support that ground reality, 40 in-depth interviews were conducted including those with two cabinet ministers, six focus group discussions, five short passenger discussions, and five direct observations of key events. In addition, ample references were made into available secondary data sources. Both primary and secondary data gathered would thoroughly lay the foundation to unearth this reality in a cohesive and structured manner. AASL, being a state company incorporated to serve narrow market segment in early 1980s, subsequently, spanning from 2009 to 2018 depicted exponential growth with continuous improvements in both financial and operational outcomes. Orientation into passenger centric service delivery powered the continuous performance drive. As a result, even operating in a highly regulated, ministerial institutional setup, AASL is thriving with Rs.10 Bn profits. Subsequently, it has been unearthed clear visibility of service quality implementation forming continuously performing entity. All key theoretic underpinnings are in agreement with the primary and secondary data findings. Accordingly, it is intellectually stimulating to see key emerging case insight, which tries to derive outcome of continuous growth of Airport and Aviation Services via meaningfully linking leadership execution styles, SHRM and service quality drivers.

**Keywords:** *Continuous performance; Airport service quality; Service quality attributes; Service triangle*